



The Commonwealth of Massachusetts



ESC Service Charter Scorecard

September Scorecard

08/25/2013-09/21/2013



The Commonwealth of Massachusetts

Executive Summary

Customer Service

- The population served increased by **24,416** employees due to launch of ePay/eProfile (including the addition of three new Agencies), however call volume has remained consistent with population served.
- Average wait time remained 26 seconds, well within the defined SLA target of two minutes.
- Average time to complete a call increased from 3:56 to 4:05 minutes.
- Percentage of emails as means of reporting issues increased from 11% to 13%.
- Inquiries from CON, EOLWD, EOHED and EOEEA agencies continued to account for the most inquiries as a percentage of employees served.

Process & Organization

- Escalated Payroll Notifications was not invoked.
- Launch of ePay/eProfile (Release 1) on September 12th.

Systems

- TCD time duplication errors August 25th-August 27th



Service Delivery Overview

August 25, 2013 – September 21, 2013

Customer Interactions

Total # Agencies Served: 74

Total # Employees Served: 53,922

Total contacts received: 4,313

Total tickets opened: 4,251

% of Employees served contacting ESC: **7.8%***

Staffing

Area	Staffing as of 9/21/2013	Staffing as of 8/24/2013
Customer Service/Intake	7	7
Customer Service/Research	5	5
Processing & Outreach	13	13
Supervisor	3	3
Senior Staff	4	4
Total	32	32

Enabling Technologies

- **Case Management:** Launch of new Classifications to support ePay/eProfile
- TCD time duplication errors August 25th-August 27th

Activities – September

The ESC is currently supporting several activities underway to prepare for upcoming rollouts:

- ePay/eProfile (Release 1) launch.
- Automated Meal Break Menu launch.

Source: ESC Avaya CMS & COMiT Reports, data from 8/25/13 – 9/21/13

***Note:** “% of Employees served contacting ESC” does not account for repeat contacts (i.e., one employee calling multiple times).

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Service Level Agreement

Service Measures and Targets

The following service measures and targets are outlined in the ESC Service Level Agreement document. Data contained in this presentation includes both SLA and non-SLA measures.

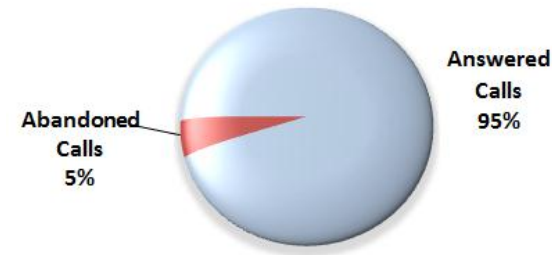
Metric	Target
Average wait time – all inquiries (Days operational)	Will not exceed 2 minutes 90% of the time
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample of customer satisfaction.)	80% of customers rated overall satisfaction good to excellent
Percent of notification runs executed to completion: <ul style="list-style-type: none"> All: Reminder Report Time Employees: Unreported time – 1st and 2nd notice Approvers: Unapproved reported time – 1st and 2nd notice Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications – 1st and 2nd notice Failsafe outreach to Agency HR/Payroll and signatory authorities when applicable Failsafe outreach to Comptroller and Chief HR Officer when applicable 	95%
Secretariat ad hoc reports produced within established timeframes: <ul style="list-style-type: none"> Simple*: 3 business days Complex*: 7 business days 	90%
SLA reports produced on time according to predefined schedule (see section 5.5)	90%
Percentage of approvers contacted with unresolved high exceptions requiring ESC intervention for resolution	98% 85% holiday/emergency leave weeks
Percentage of approvers contacted with unresolved low exceptions requiring ESC intervention for resolution	95% 80% holiday/emergency leave weeks



Inbound Call Data

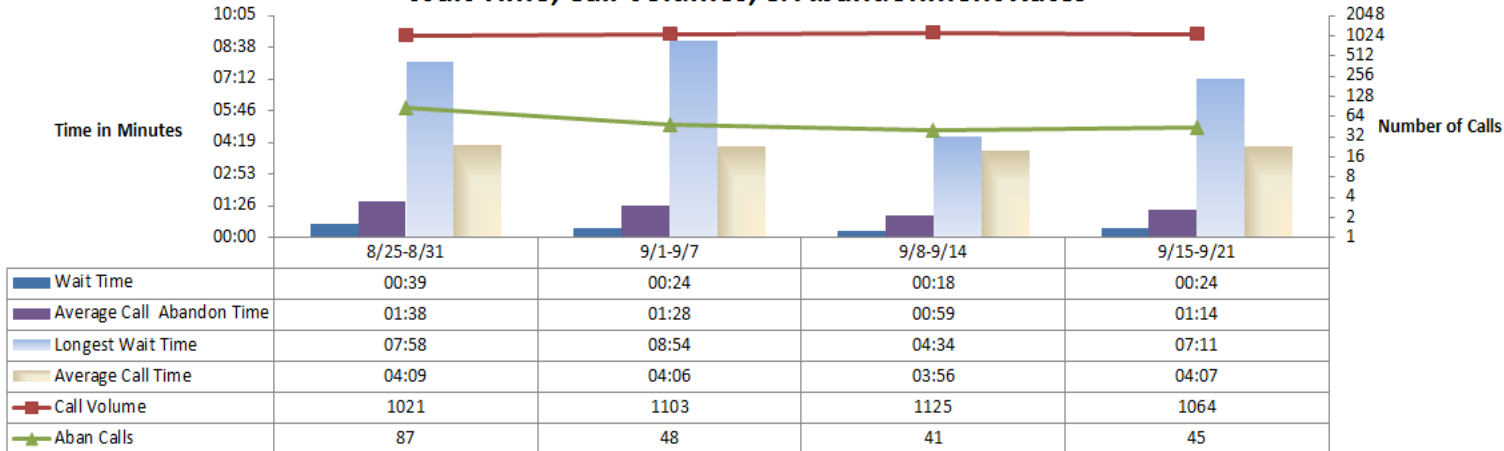
SLA Metric	Target Level	Current Period (08/25/13 to 09/21/13)	Previous Period (07/28/13 to 08/24/13)	September 2012
Average wait time – all inquiries (Days operational)	Will not exceed 2 minutes 90% of the time	:26 seconds	:26 seconds	:19 seconds

Abandoned Calls

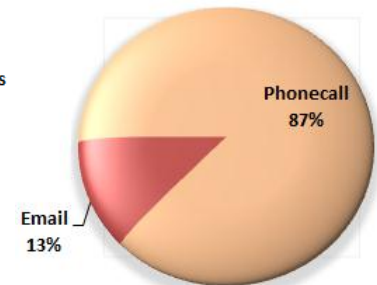


Total = 4,313 calls

Wait Time, Call Volumes, & Abandonment Rates



Ticket Source



Total = 4,251 tickets

Source: ESC COMiT & Avaya data from 8/25/13 – 9/21/13.

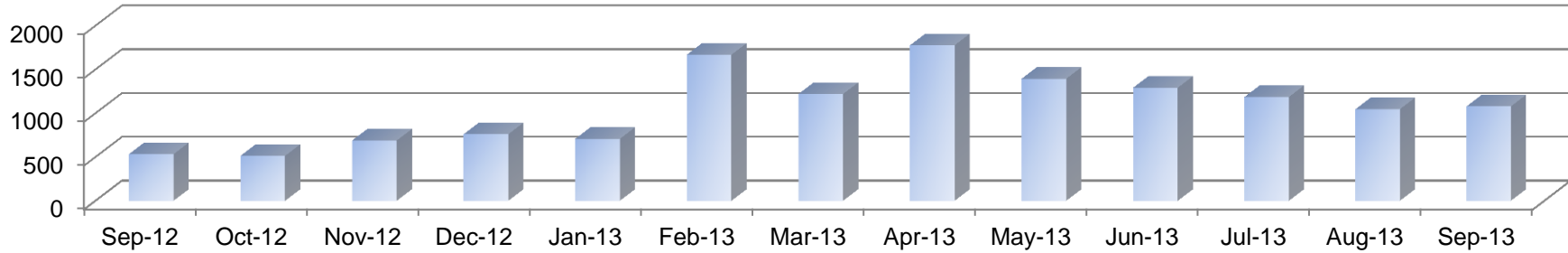
*E-mail tickets do not account for additional outreach to correct invalid employee e-mail addresses.



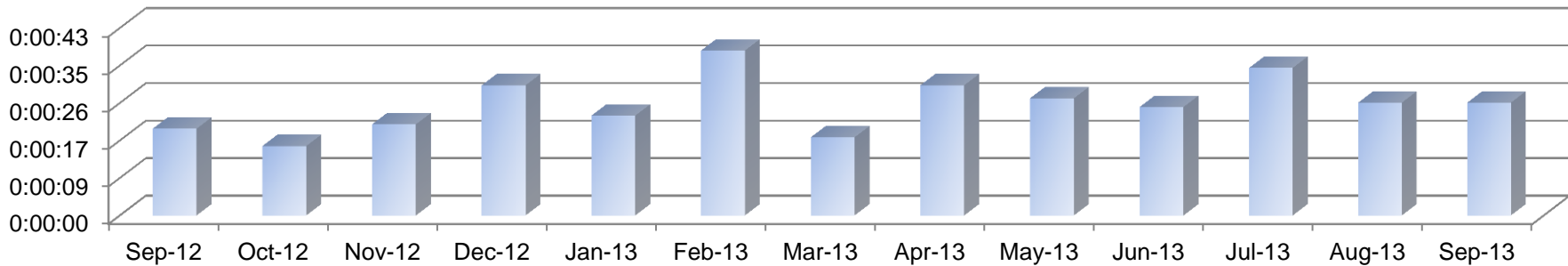
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Inbound Call Data – 12 Month Lookback

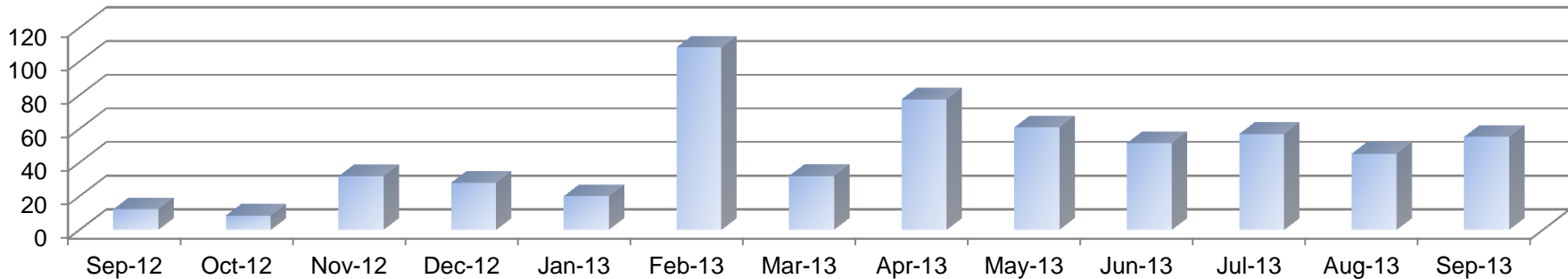
Average Call Volume



Average Wait Time



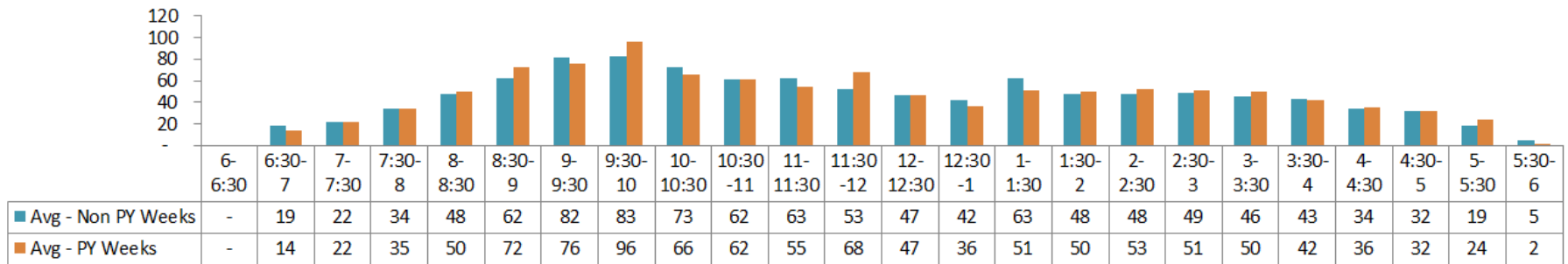
Average Abandonment Rates



Timing of Inquiries

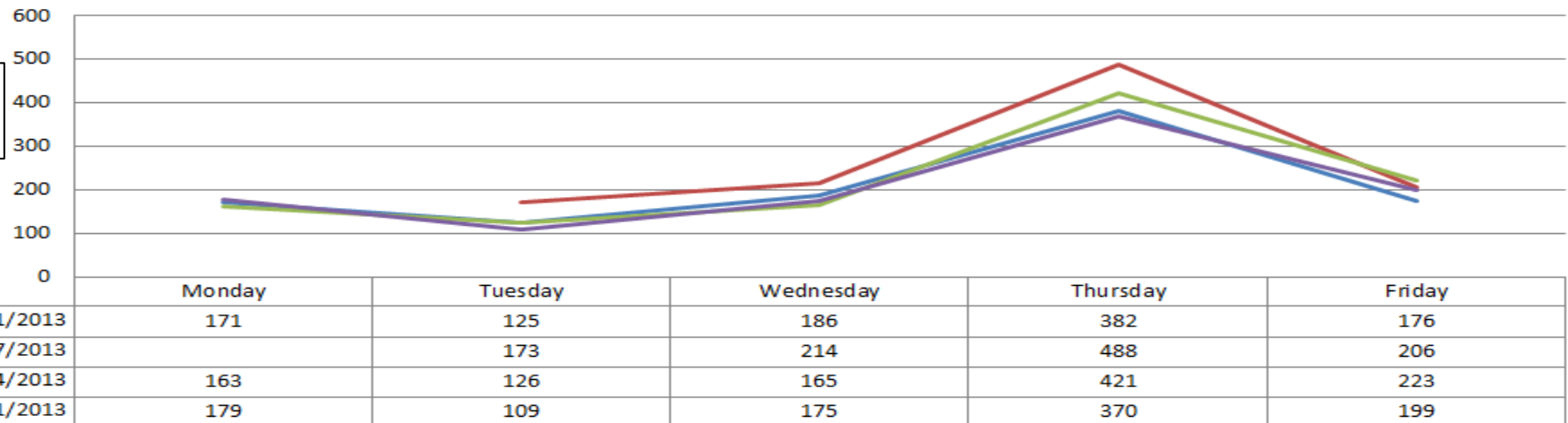
Call volumes continue to peak following weekly time submission deadlines and notifications. Peak call hours are from 8:30 am to 12:00 pm.

Average Calls by Timeframe
Payroll vs. Non-Payroll Processing Weeks



Number of Tickets Per Day

Thursday represents the highest volume due to impact of payroll cycle.



Monday, 9/2
ESC Closed
for Holiday

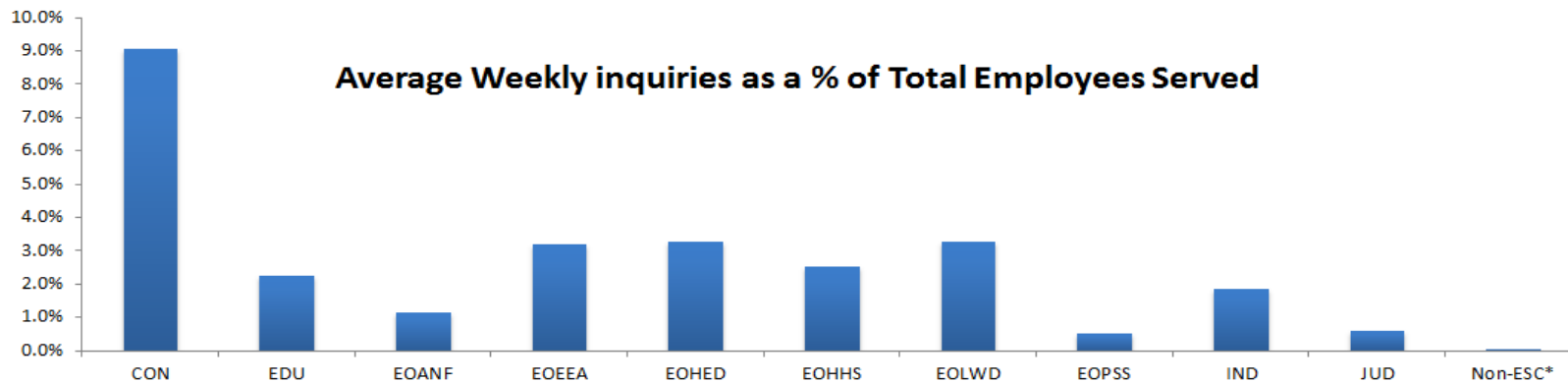
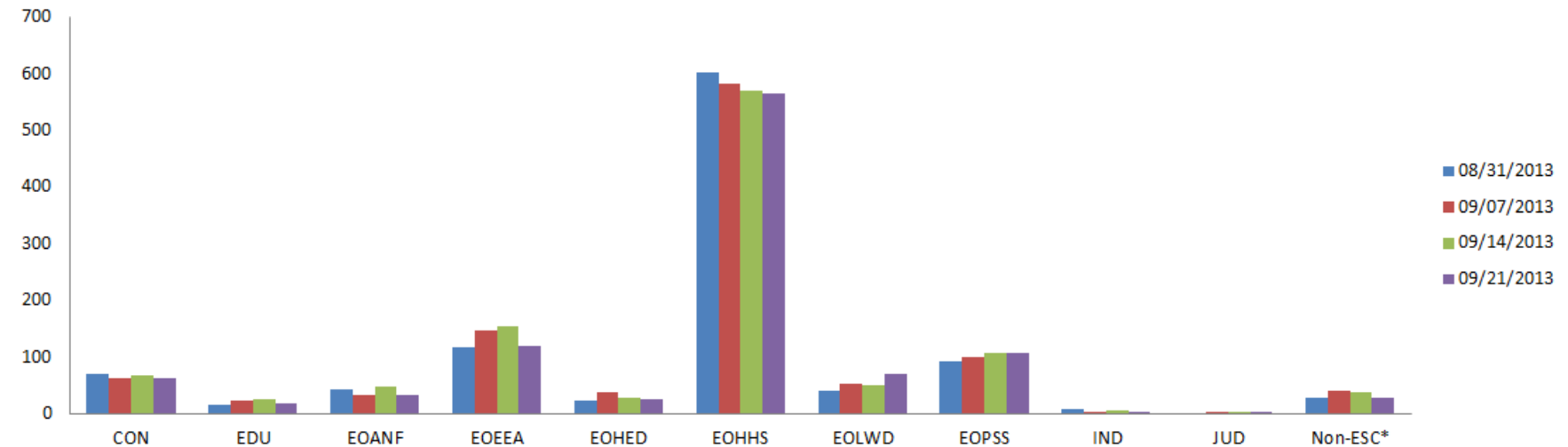
Source: ESC COMiT & Avaya data from 8/25/13 – 9/21/13.

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Inbound Inquiries by Secretariat

EOHHS agencies represent the largest volume of inquiries to the ESC. CON, EOLWD, EOHED and EOEEA represent the highest volume as a percent of employees served.



Source: ESC COMiT data from 8/25/13 – 9/21/13. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., one employee calling multiple times).

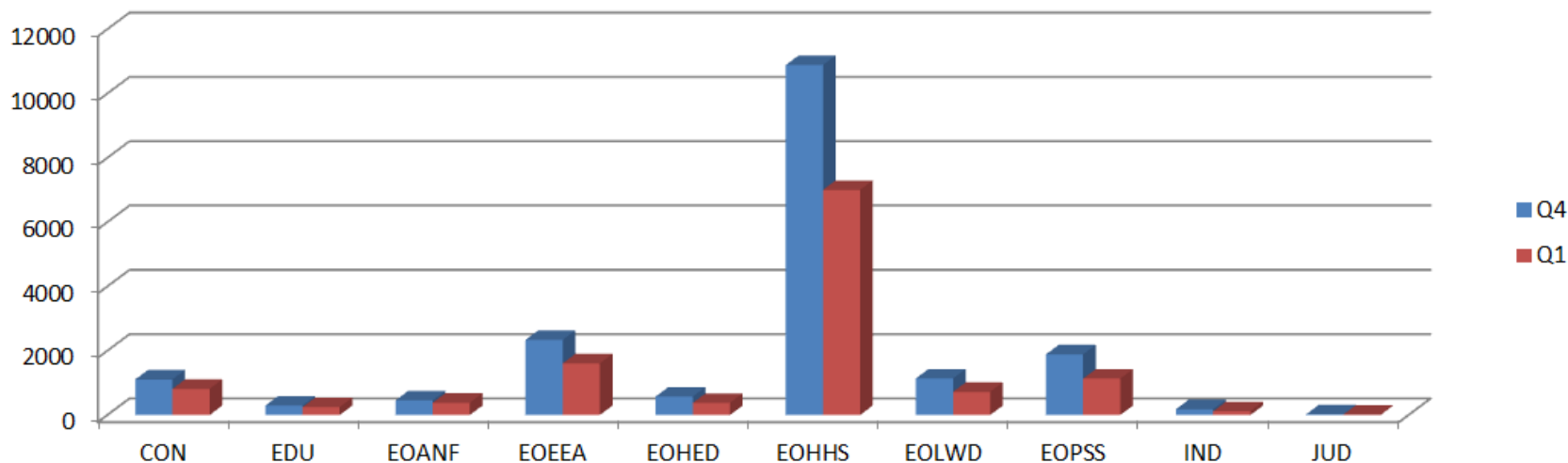
*Non-ESC percentage factored from the total number of inquiries as there is no base population; Non-ESC represents SSTA and ePay/eProfile employees not supported by ESC.



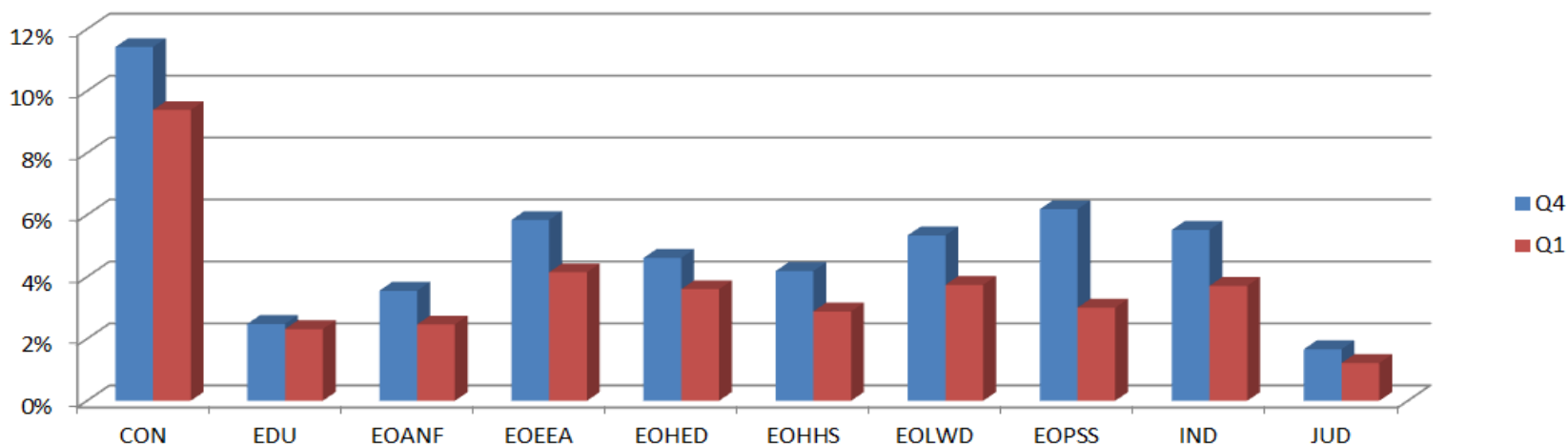
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Inbound Inquiries by Secretariat – Quarterly (Since Full Launch)

Total Inbound Inquiries



Average Weekly Inquiries as a % of Employees Served

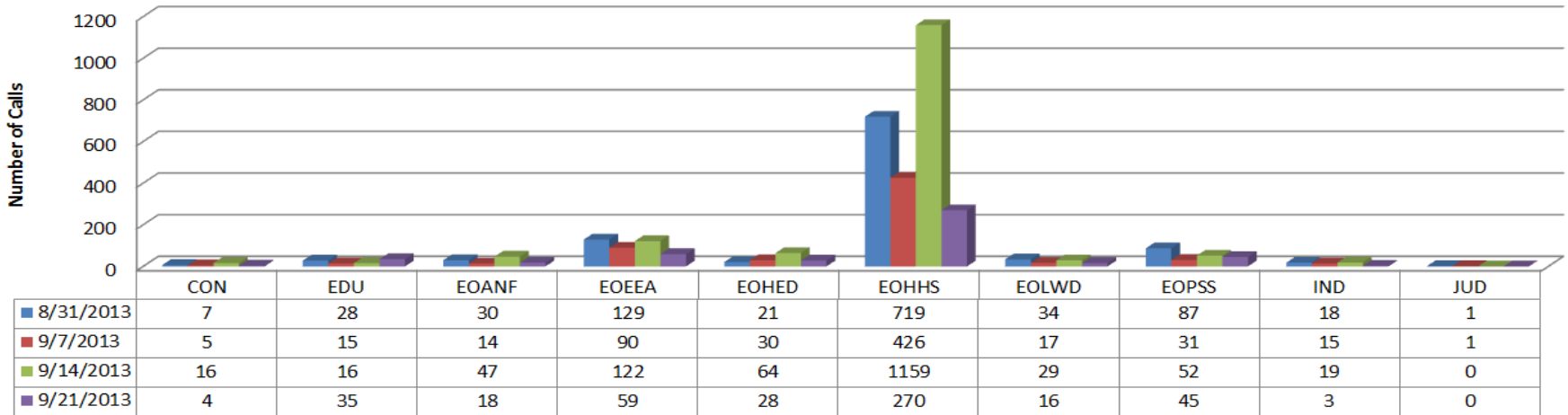


Outbound Exception Management Calls

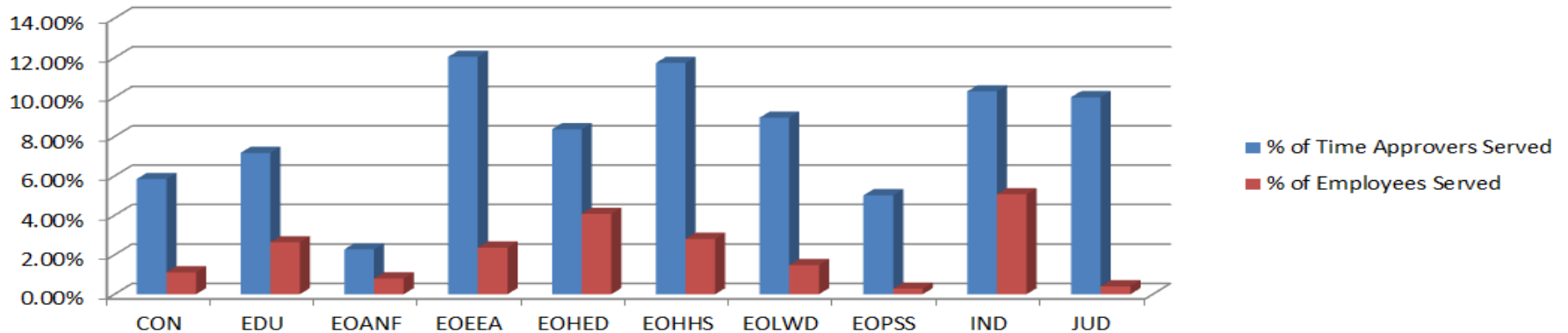
Outbound calls are made on a weekly basis when employees and approvers miss the deadlines for time entry/time approval or when system generated exceptions appear on a timesheet.

EOHHS agencies represent the largest volume of outbound calls from the ESC. The largest volume of calls within EOHHS are to DMH.

Outbound Calls



Average weekly calls as a % of Employees Served



Source: : ESC Exception Management System data from 8/25/13 – 9/21/13. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., calling an employee multiple times).

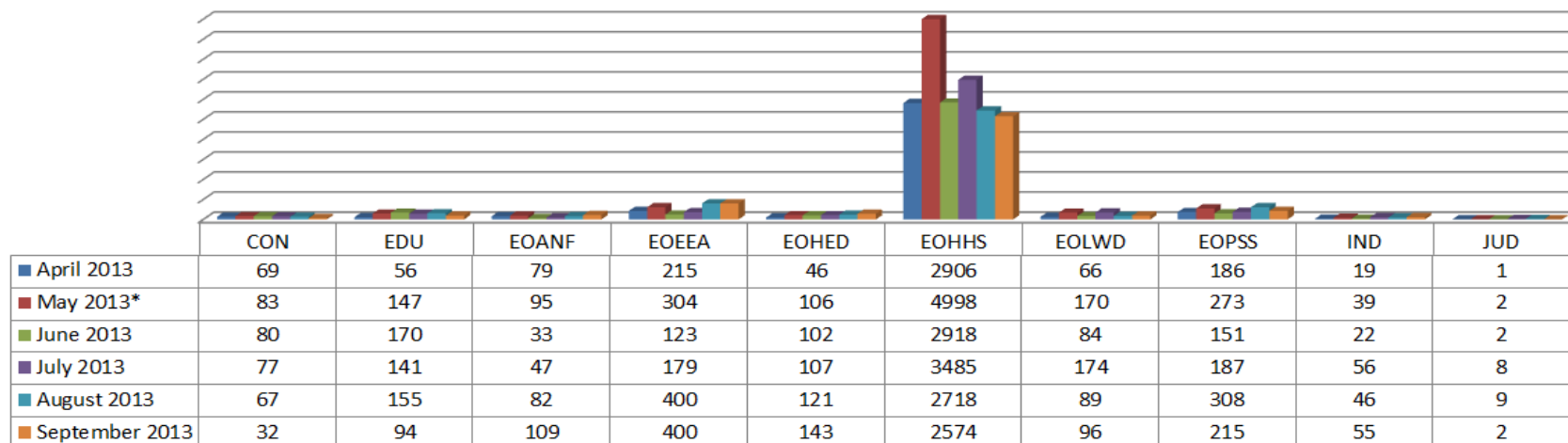
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Outbound Exception Management Calls – Monthly Lookback (Since Full Launch)

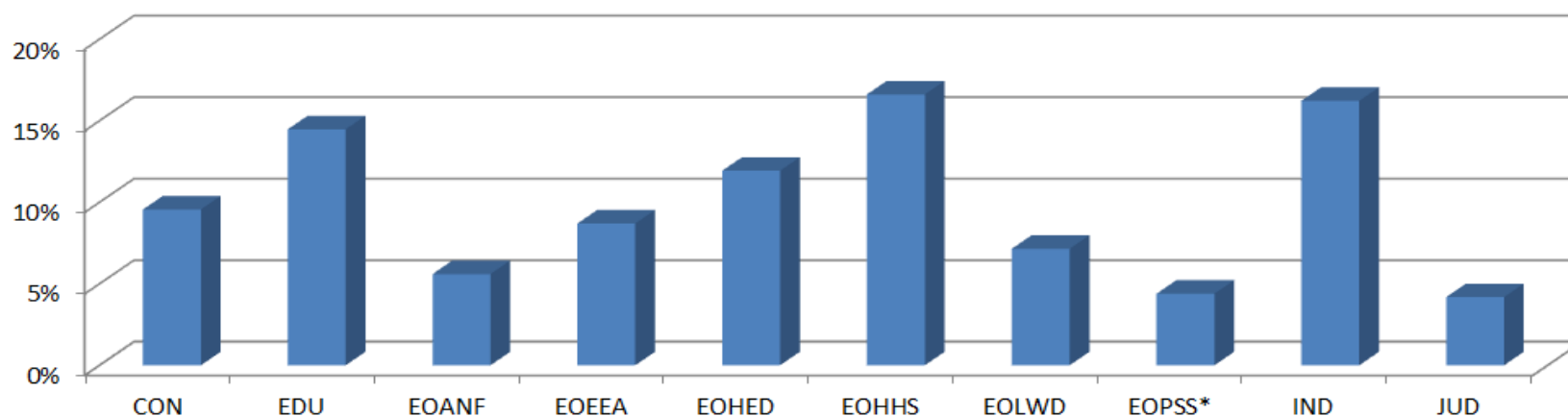
Outbound calls are made on a weekly basis when employees and approvers miss their deadlines for time entry/time approval or when system generated exceptions appear on a timesheet.

Outbound Calls



*May 2013 represents 6 weeks

Average Monthly Calls as a % of Employees Served

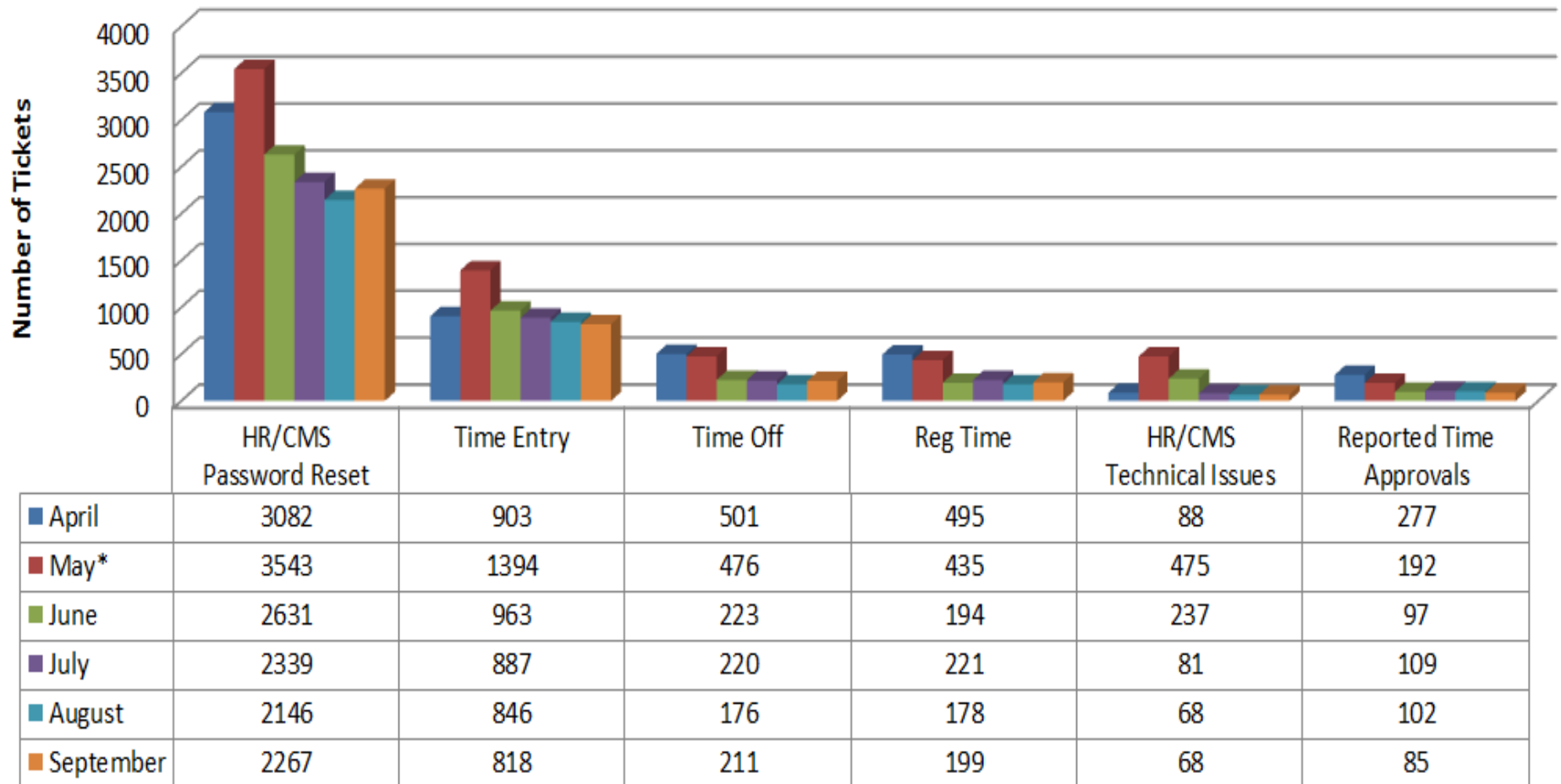


*EOPSS experienced an exceptionally high increase in the number of employees served upon launch of eP/eP



Type of Inquiries Received – Since Full Launch

Top Inquiry Classifications Since Full Launch



*May 2013 represents 6 weeks

Case Resolution Time

SLA Metric	Target	Current Period (08/25/13-09/21/13)	Previous Period (07/28/13 – 08/24/13)	Previous Period (06/30/13 – 07/27/13)
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	99.8%	99.7%	100%
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	1 Day – 98% 3 Days – 98%	1 Day – 97% 3 Days – 99%	1 Day – 99% 3 Days – 99%

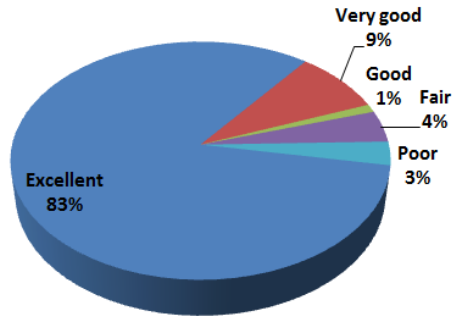
Source: ESC COMiT data from 8/25/13 – 9/21/13



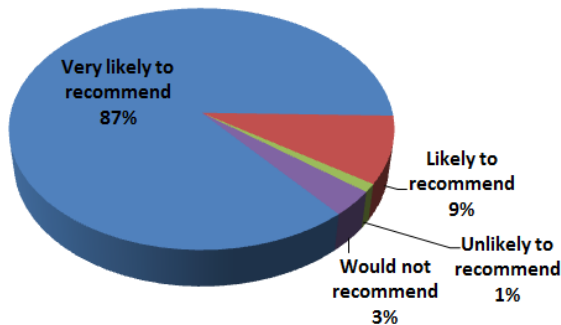
Customer Satisfaction Survey Results

SLA Metric	Target	Current Period (8/25/13 – 9/21/13)	Previous Period (07/28/13 – 08/24/13)	Previous Period (6/30/12 – 07/27/13)
Customer satisfaction (Based on automated survey upon ticket closure.)	80% of customers rate overall satisfaction good to excellent	93 % rated good to excellent (2.2 % response rate)	97% rated good to excellent (2.1 % response rate)	97% rated good to excellent (1.9% response rate)

How would you rate the quality of service you received from the Employee Service Center?



How likely would you be to recommend the Employee Service Center to a colleague?



Sample Comments:

"The representative was very patient and waited for me to follow his instructions, did not rush, and stayed with me until we were both sure that the issue was resolved and tested. Thanks!"

"Representative was VERY pleasant, personable and competent. I won't hesitate to call again!! Thanks"

"thank you for your friendly, prompt service"

"You guys are very helpful, so far I have had no complaints about your services"








"Thanks very much for your help! :)"

Source: ESC Customer Satisfaction Survey; survey link is provided on ticket closure notice and is voluntary. Survey results shown were collected between 8/25/13 – 9/21/13.

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SLA Targets vs. Actual Performance

Metric	Target	Current Period Performance 8/25/13 – 9/21/13	Previous Period Performance 7/28/13 – 8/24/13	Trend
Average wait time – all inquiries (Days operational)	Will not exceed 3 minutes 90% of the time; Will not exceed 2 minutes 50% of the time	26 seconds	26 seconds	
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	99.8%	99.7%	
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	98% within 1 Day and 98% within 3 Days	97% within 1 Day and 99% within 3 Days	
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample of customer satisfaction.)	75% of customers rate overall satisfaction good to excellent	93% rated good to excellent (2.2% responded)	97% rated good to excellent (2.1% responded)	
Percent of notification runs executed to completion: <ul style="list-style-type: none"> All: Reminder Report Time Employees: Unreported time - 1st & 2nd notice Approvers: Unapproved reported time - 1st & 2nd notice Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications -1st & 2nd notice Failsafe outreach to Agy. HR/PY and signatories Failsafe outreach to CTR and CHRO 	95%	100%	100%	
Secretariat ad hoc reports produced within established timeframes: <ul style="list-style-type: none"> Simple*: 3 business days Complex*: 7 business days 	90%	None requested	None requested	
SLA reports produced on time according to predefined schedule (see section 5.5)	Y/N	N	N	



Review Schedule Service Charter Scorecard

Service Month*		
Start Date	End Date	Report Available
6/30/2013	7/27/2013	08/21/2013
7/28/2013	8/24/2013	09/18/2013
8/25/2013	9/21/2013	10/16/2013
9/22/2013	10/19/13	11/13/2013
10/20/2013	11/30/2013	12/18/2013
12/01/2013	12/28/2013	01/22/2014
12/29/2013	1/25/2014	02/19/2014
1/26/2014	2/22/2014	03/19/2014
2/23/2014	3/22/2014	04/16/2014
3/23/2014	4/19/2014	05/14/2014
4/20/2014	5/31/2014	06/18/2014
6/1/2014	6/28/2014	07/23/2014

***Note:** "Service Month" reporting periods are split by the closest pay period start and end dates to the beginning and end of the calendar month.



Appendix: Agencies Served

Agencies Served	Employees	Agencies Served	Employees	Agencies Served	Employees
ADD-Developmental Disabilities Council	18	DPH-Department Of Public Health	3123	MCD-Commission For The Deaf And Hard Of Hearing	86
AGR-Department Of Agricultural Resources	102	DPS-Department Of Public Safety	172	MGC - Massachusetts Gaming Commission	67
ALA-Administrative Law Appeals Division	33	DPU-Department Of Public Utilities	145	MIL-Massachusetts National Guard	9752
ANF-Eo Administration & Finance	329	DSS-Department Of Children And Families	3249	MMP-Massachusetts Marketing Partnership	23
APC-Appeals Court	124	DYS-Department Of Youth Services	882	MRC-Mass Rehabilitation Commission	925
ART-Mass Cultural Council	26	EDU-Executive Office Of Education	77	OCD-Dept Of Housing And Community	300
ATB-Appellate Tax Board	19	EEC-Department Of Early Education	205	OHA-Massachusetts Office On Disability	13
BSB-Bureau Of State Buildings	14	EED-Executive Office Of Housing & Economic Development	49	ORI-Office For Refugees And Immigrants	21
CDA-Massachusetts Emergency Management Agency	97	EHS - Executive Office of Health and Human Services	1558	OSC-Office Of The Comptroller	126
CHE-Soldiers' Home In Massachusetts	377	ELD-Department Of Elder Affairs	58	OSD-Division Of Operational Services	86
CHS-Department of Criminal Justice Information Systems	44	ENE-Department Of Energy Resources	54	PAR-Parole Board	204
CME-Chief Medical Examiner	74	ENV-Executive Office Of Energy and Environmental Affairs	298	POL-State Police	2517
CSC-Civil Service Commission	7	EOL-Executive Office Of Workforce Development	1623	REG-Division Of Professional Licensure	121
CSW-Commission On Status Of Women	2	EPS-Executive Office Of Public Safety and Security	188	SCA-Office Of Consumer Affairs And Business Regulations	32
DCP-Capital Asset Management And Maintenance	371	EQE-Department Of Environmental Protection	831	SDA-Sheriffs Department Association	0
DCR-Department Conservation And Recreation	2314	FWE-Department Of Fish And Game	321	SEA-Department Of Business And Technology	23
DFS-Department Of Fire Services	599	GIC-Group Insurance Commission	56	SOR-Sex Offender Registry	46
DMH - Department of Mental Health	3520	HCF-Health Care Finance & Policy	117	SRB-State Reclamation Board	157
DMR -Department of Developmental Services	6874	HLY-Soldiers' Home In Holyoke	383	TAC-Department Of Telecommunications	25
DOB-Division Of Banks	162	HPC - Health Policy Commission	0	TRB-Teachers Retirement Board	97
DOC - Department of Corrections	5283	HRD-Human Resources Division	146	TRE-Office Of The State Treasurer	231
DOE-Department Of Elementary & Secondary Education	536	ITD-Information Technology Division	352	VET-Department Of Veterans Service	77
DOI-Division Of Insurance	123	LIB-George Fingold Library	12	VWA-Victim And Witness Assistance	17
DOR-Department of Revenue	1851	LOT-Lottery And Gaming Commission	406	WEL-Department Of Transitional Assistance	1582
DOS-Division Of Standards	18	MCB-Mass Commission For The Blind	172	Grand Total:	53922

*Please note: the number of Agencies and employees served by the ESC increased in September 2013 due to the launch of ePay/eProfile.



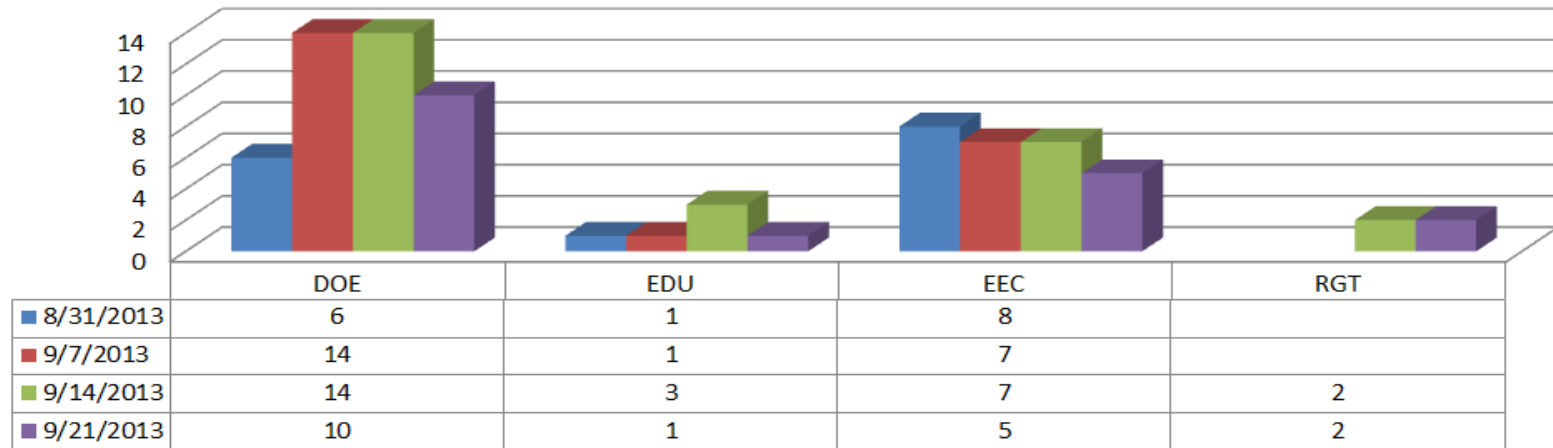
Appendix: Inquiries by Agency

- Note: No inquiries were received for this service month from:
 - **CSC**

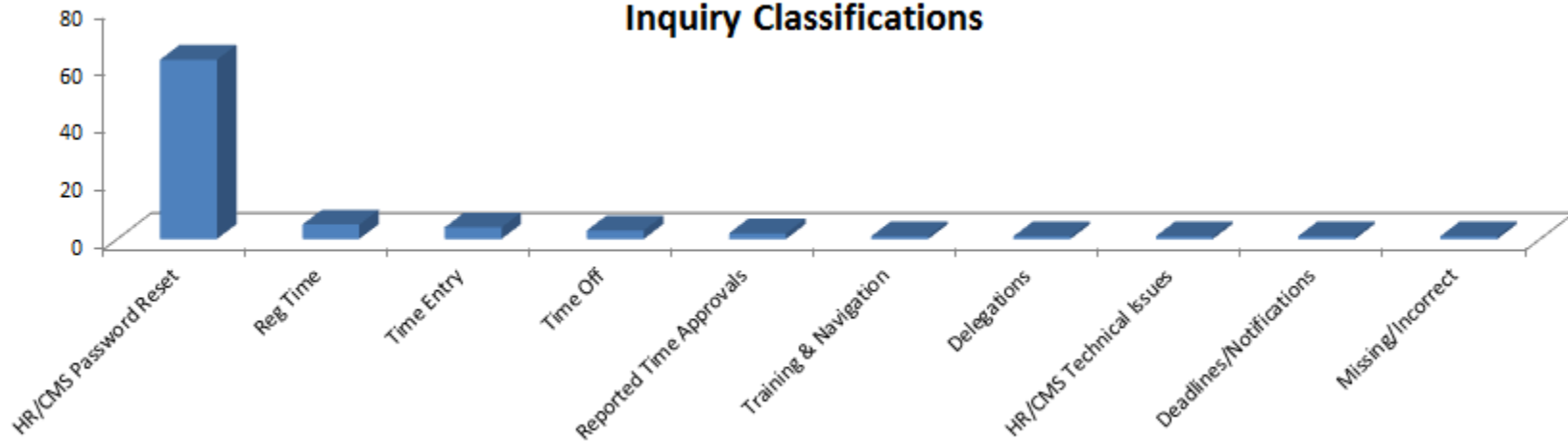


Education Secretariat Agencies

Number of Tickets by Agency

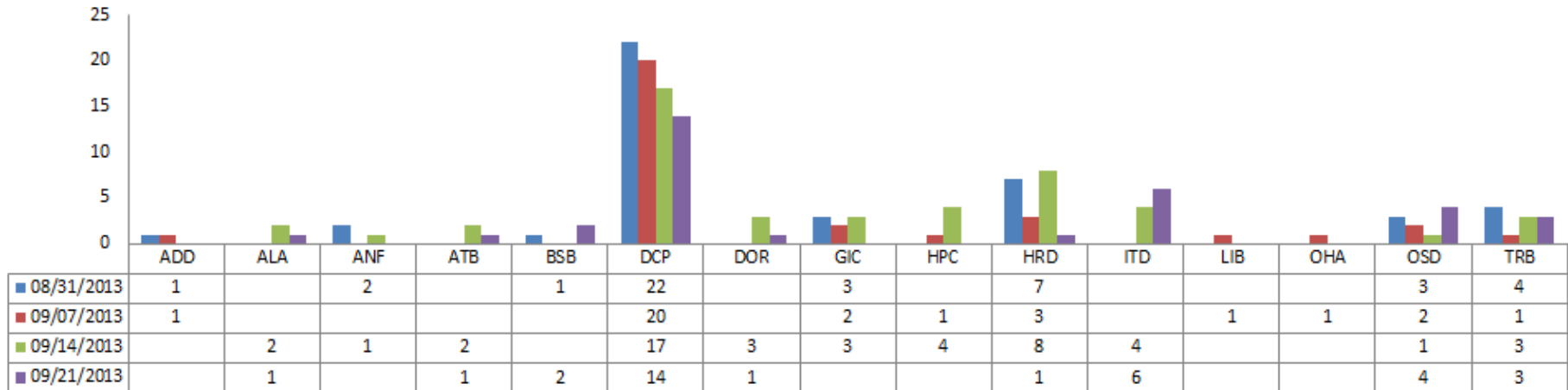


Inquiry Classifications



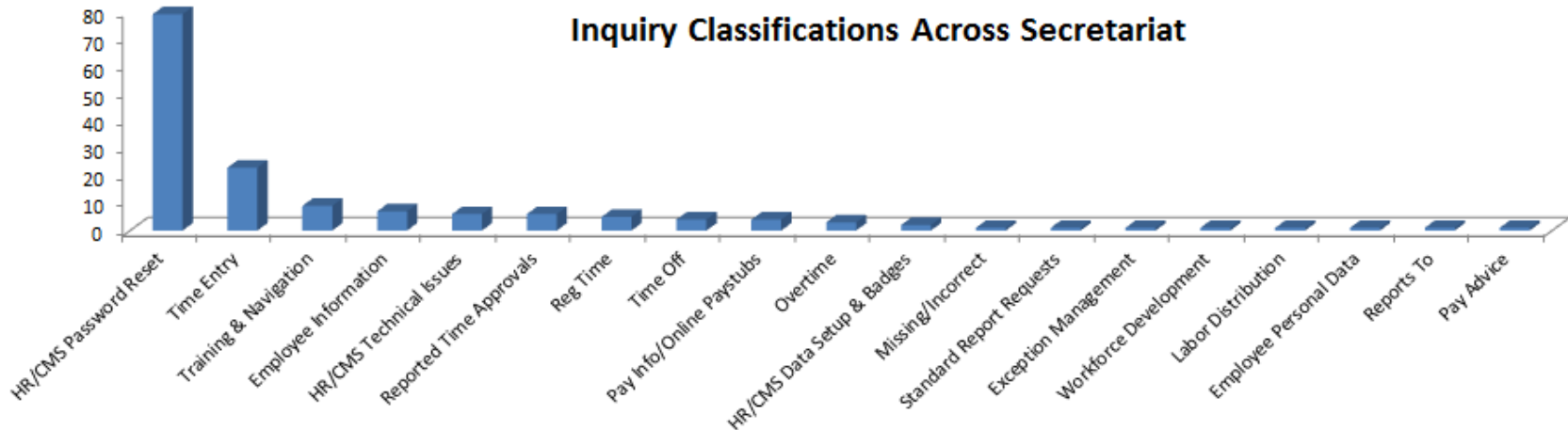
EOANF Secretariat Agencies

Number of Tickets by Agency



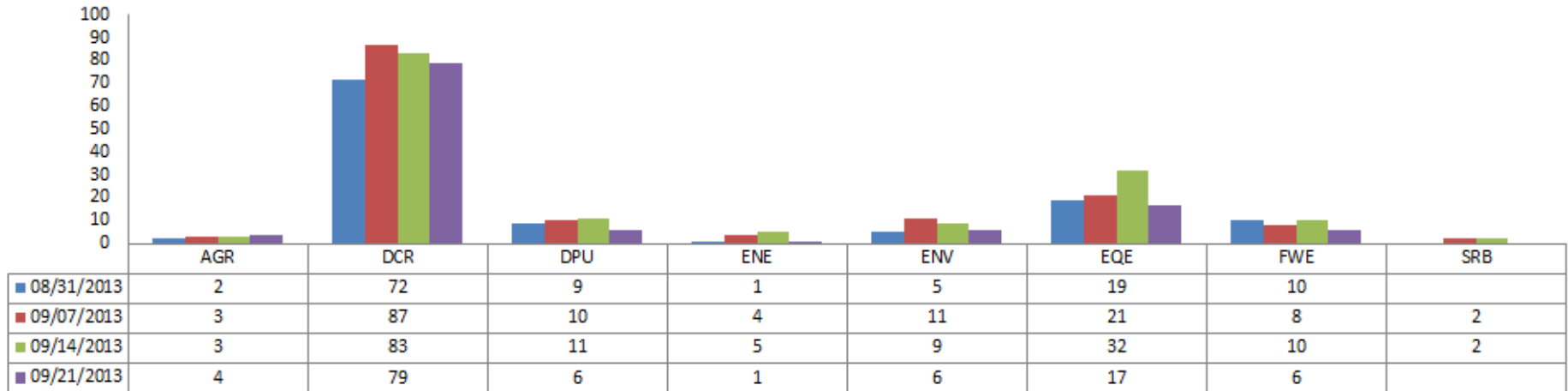
Three tickets were forwarded to Agency HR/Payroll during the period of 09/25/2013-09/21/2013

Inquiry Classifications Across Secretariat



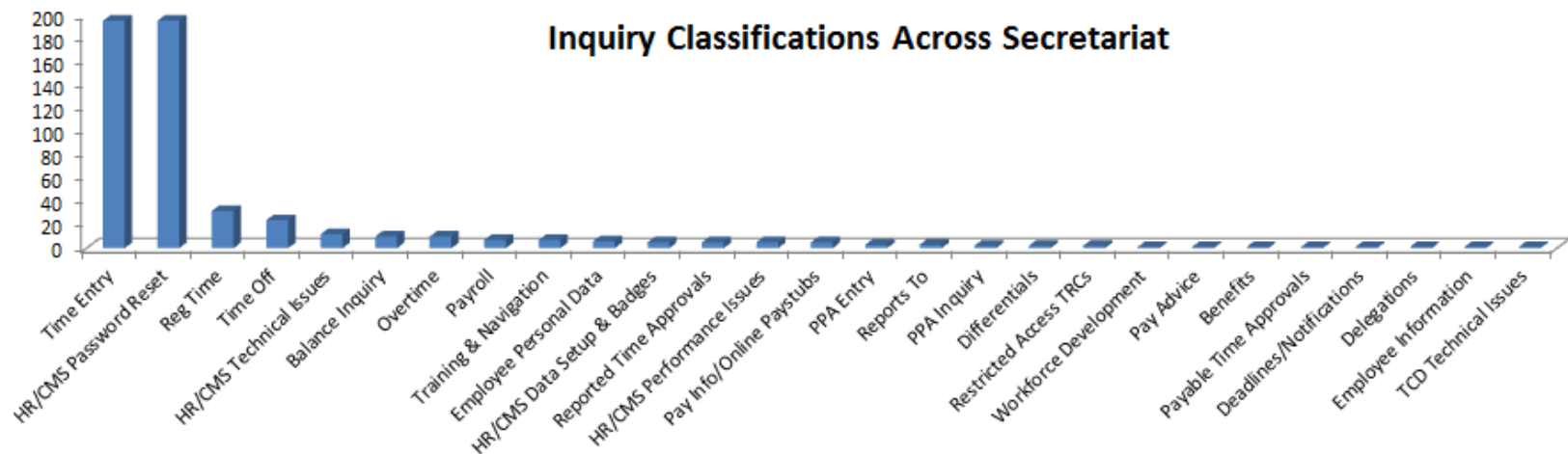
EOEEA Secretariat Agencies

Number of Tickets by Agency



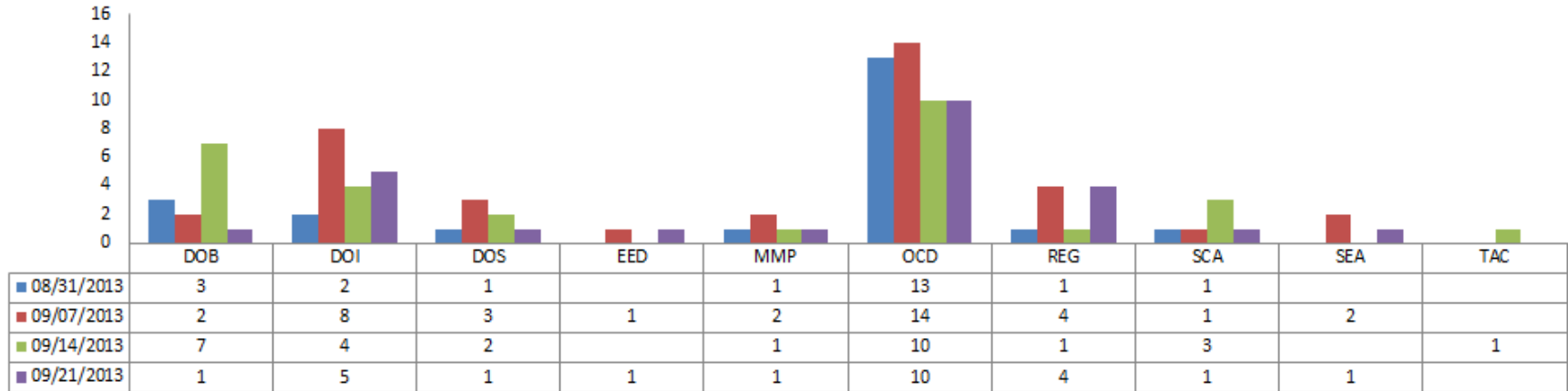
19 tickets were forwarded to Agency HR/Payroll during the period of 08/25/2013-09/21/2013

Inquiry Classifications Across Secretariat



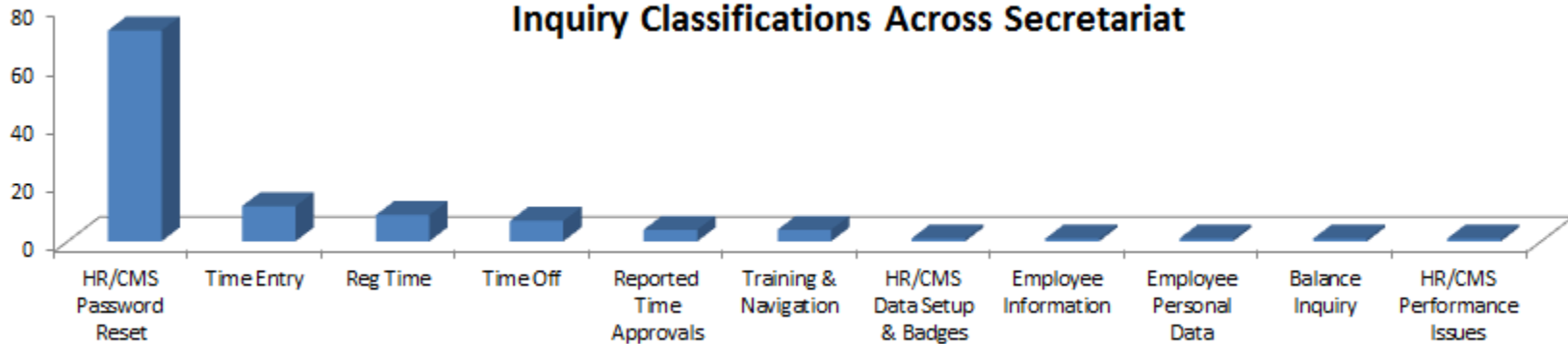
EOHED Secretariat Agencies

Number of Tickets by Agency



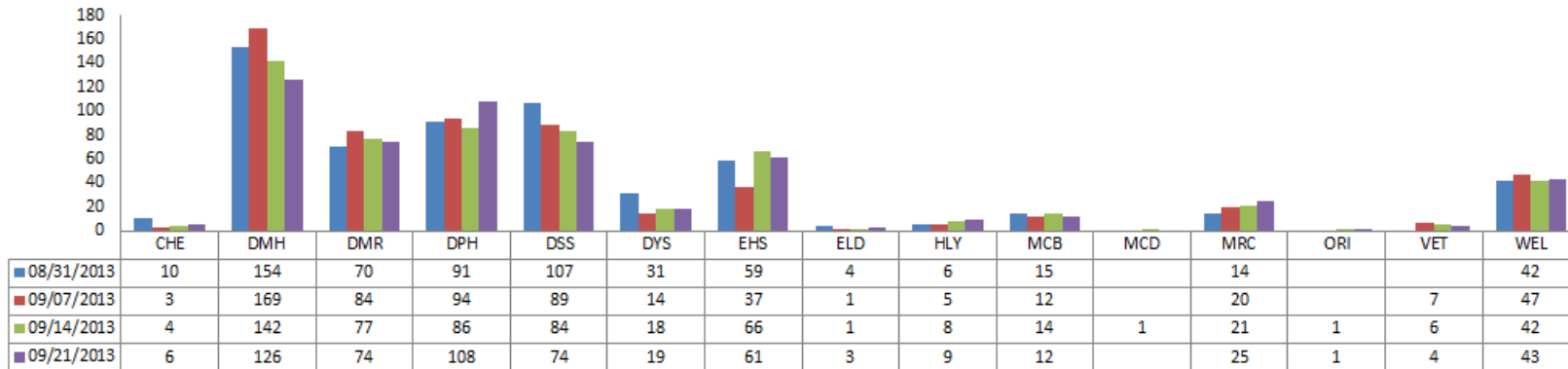
One tickets was forwarded to Agency HR/Payroll during the period of 08/25/2013-09/21/2013

Inquiry Classifications Across Secretariat



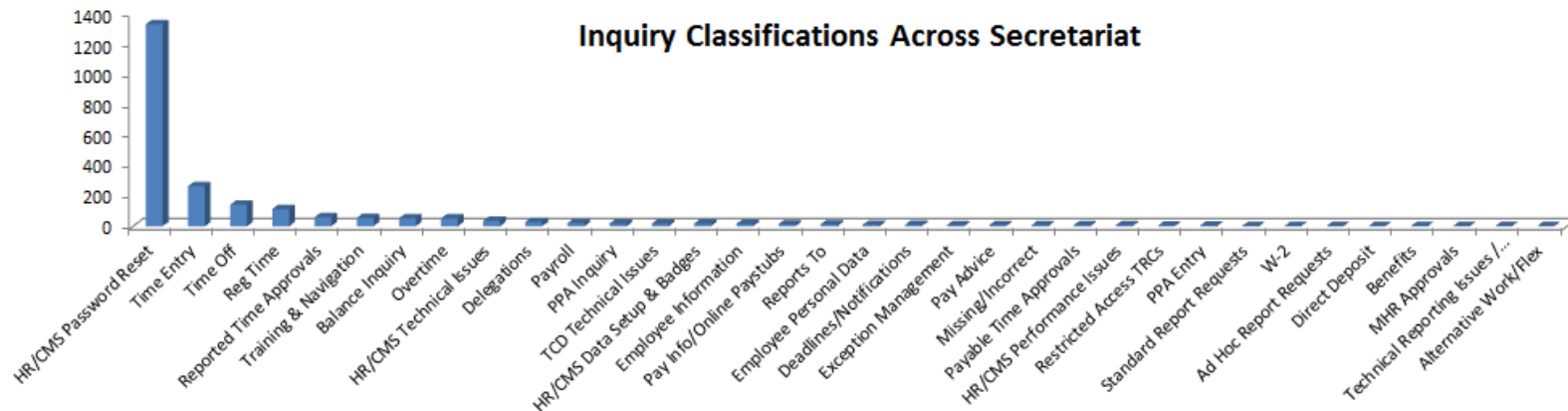
EOHHS Secretariat Agencies

Number of Tickets by Agency



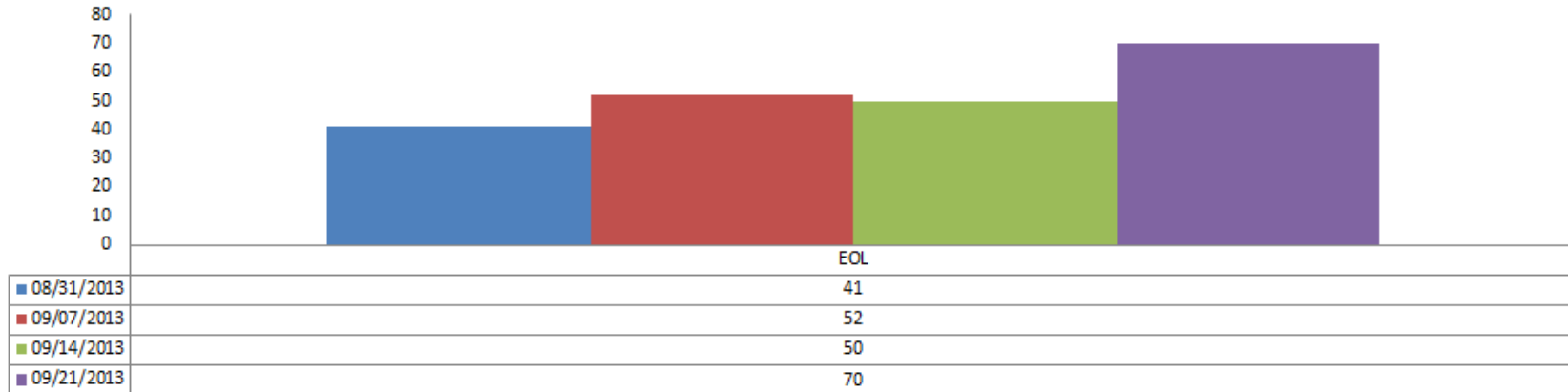
91 tickets were forwarded to Agency HR/Payroll during the period of 08/25/2013-09/21/2013

Inquiry Classifications Across Secretariat



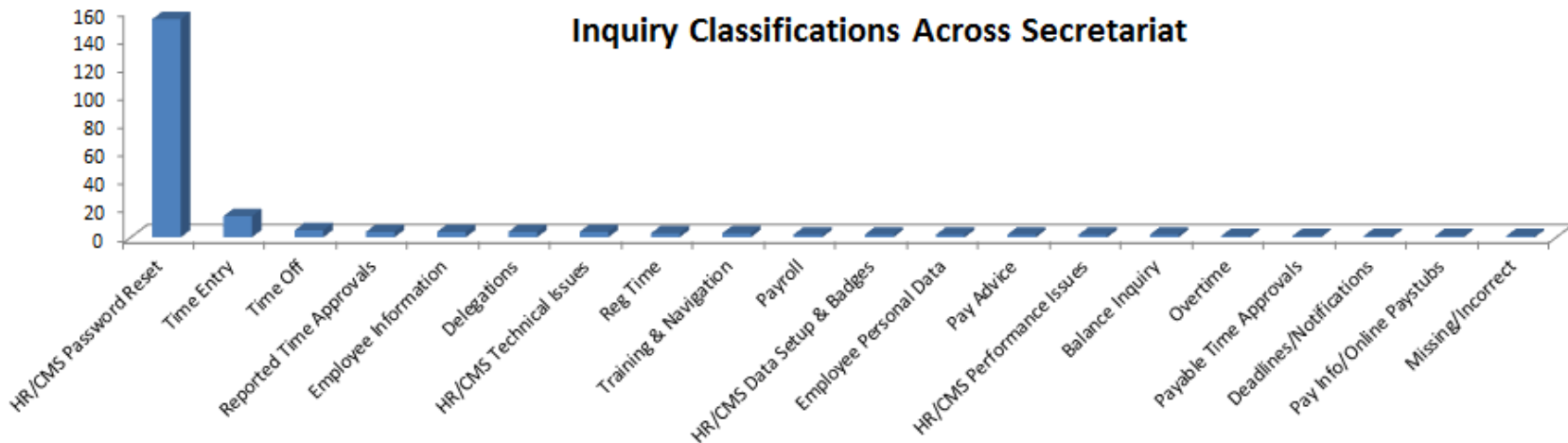
EOLWD Secretariat Agencies

Number of Tickets by Agency



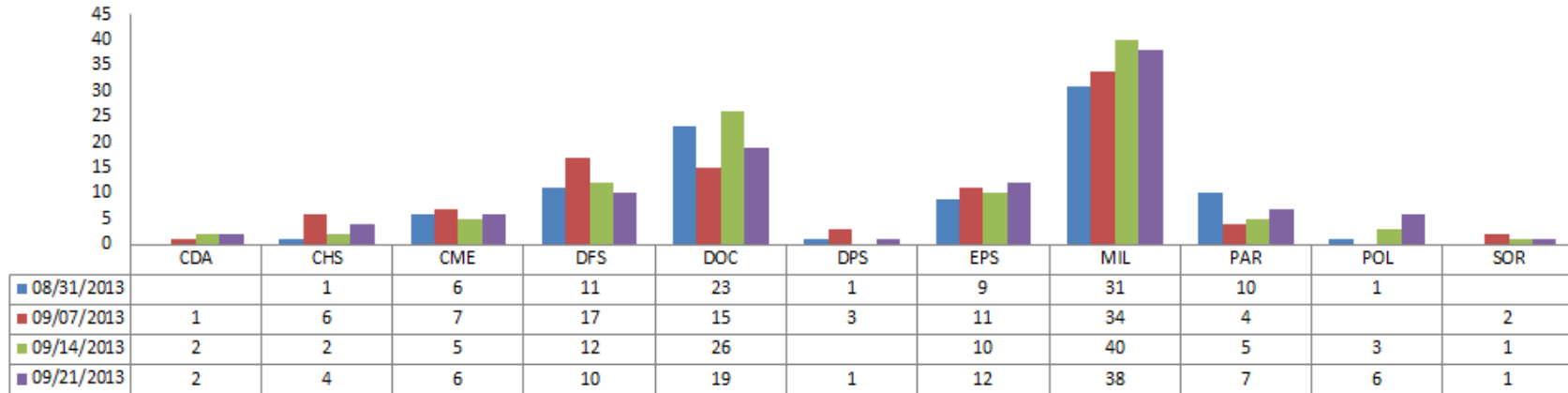
Four tickets were forwarded to Agency HR/Payroll during the period of 08/25/2013-09/21/2013

Inquiry Classifications Across Secretariat



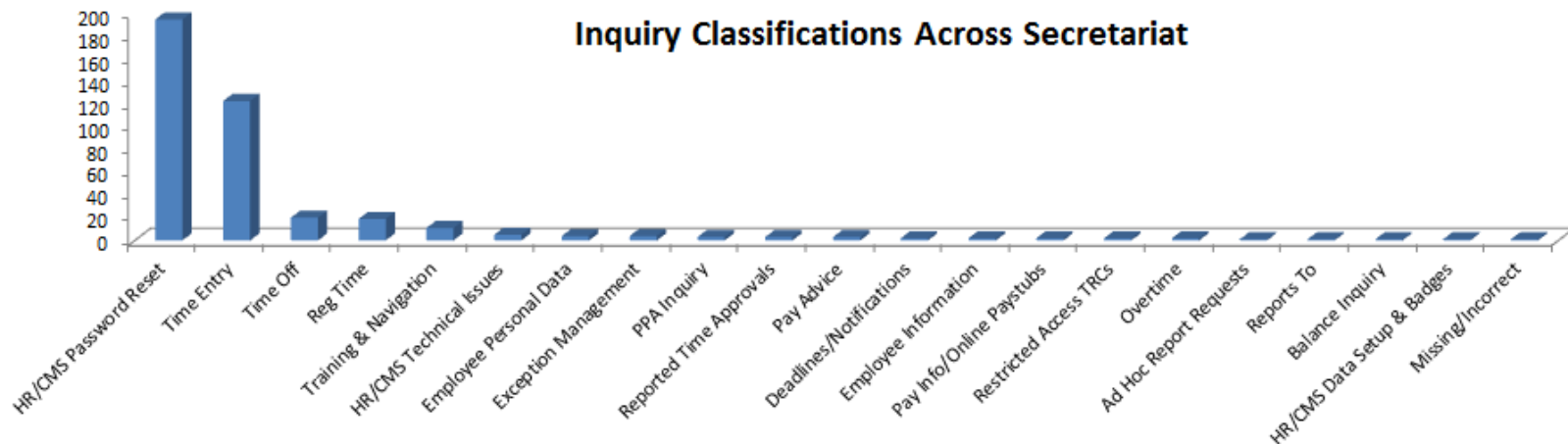
EOPSS Secretariat Agencies

Number of Tickets by Agency



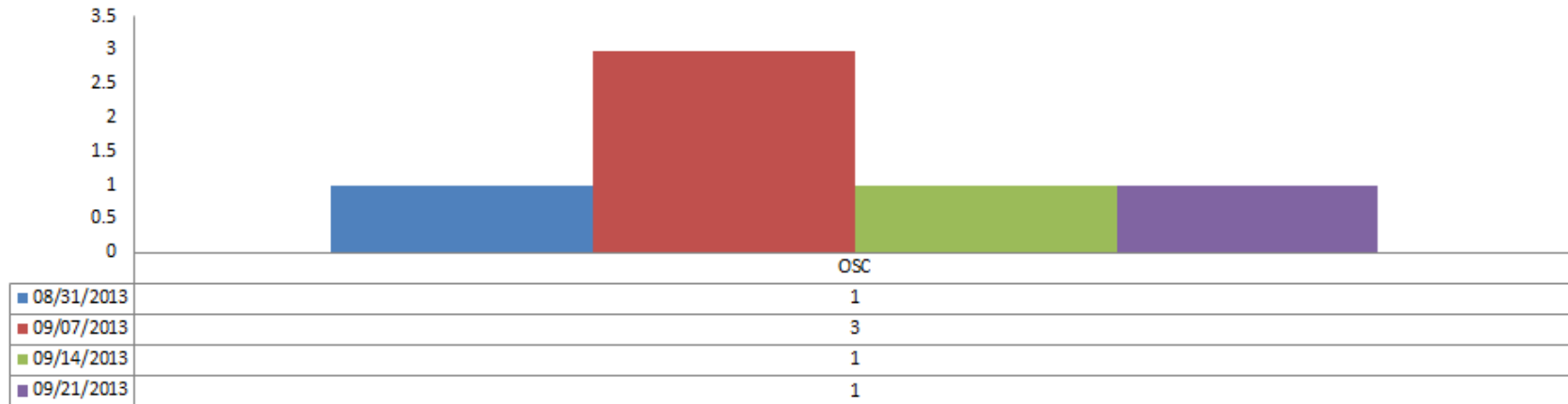
Four tickets were forwarded to Agency HR/Payroll during the period of 08/25/2013-09/21/2013

Inquiry Classifications Across Secretariat

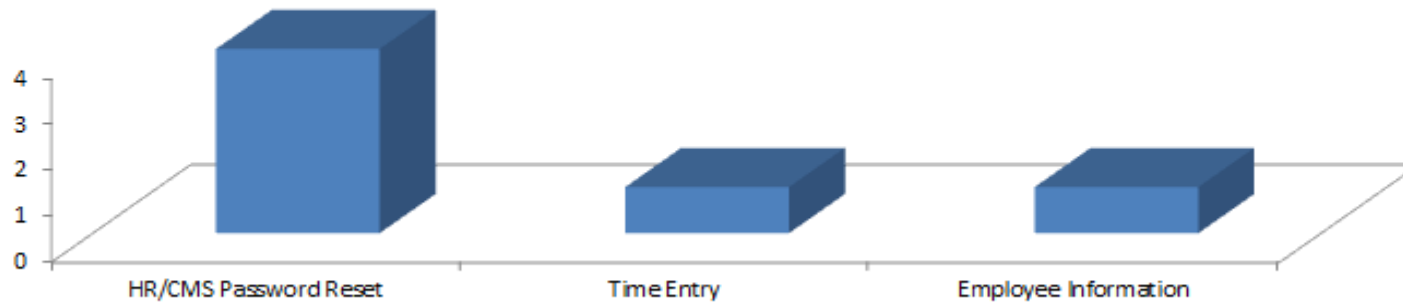


OSC Tickets and Classification

Number of Tickets by Agency

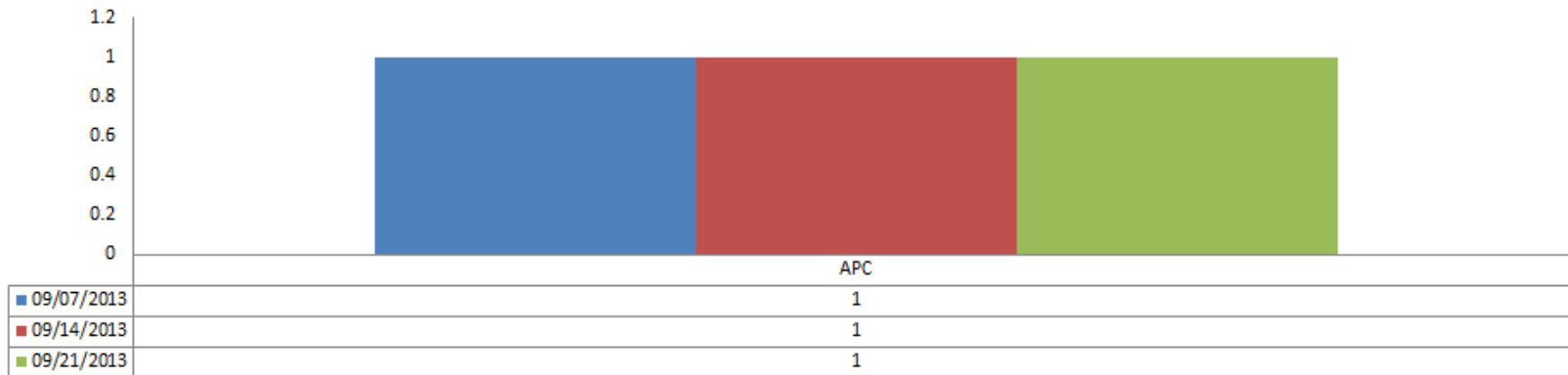


Inquiry Classifications



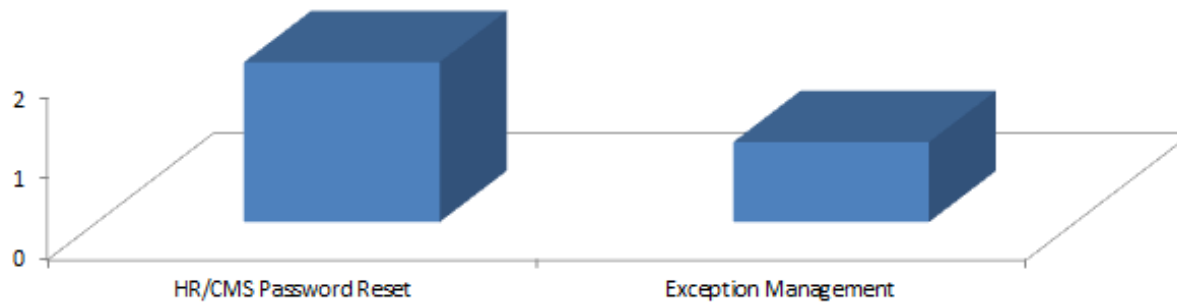
APC Tickets and Classification

Number of Tickets by Agency



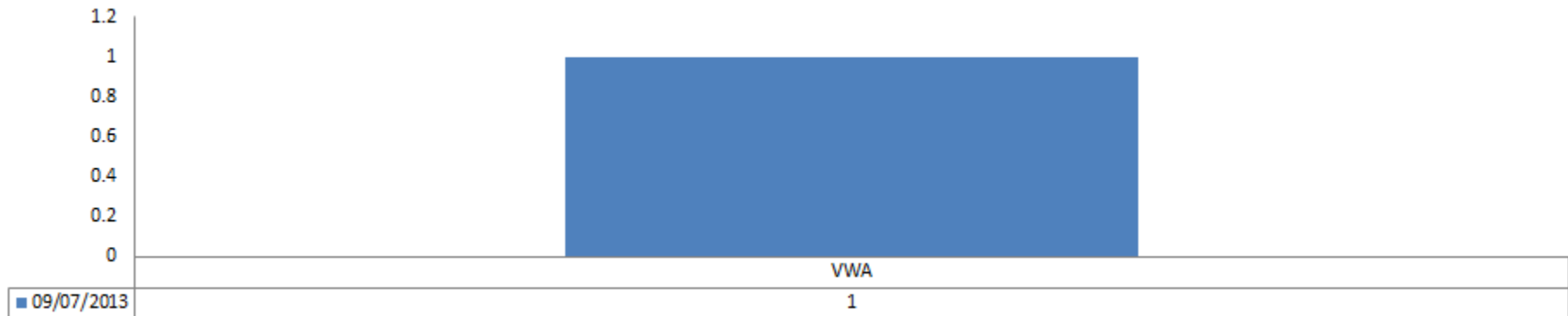
The ESC did not receive any requests week ending 08/31/2013

Inquiry Classifications



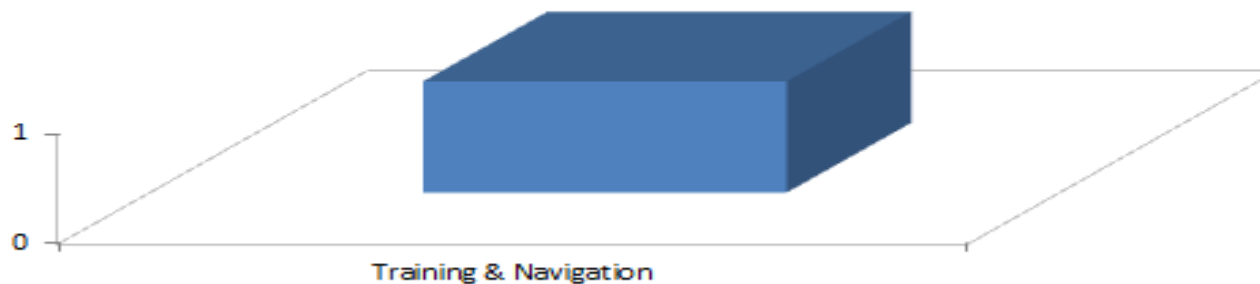
VWA Data Tickets and Classification

Number of Tickets by Agency



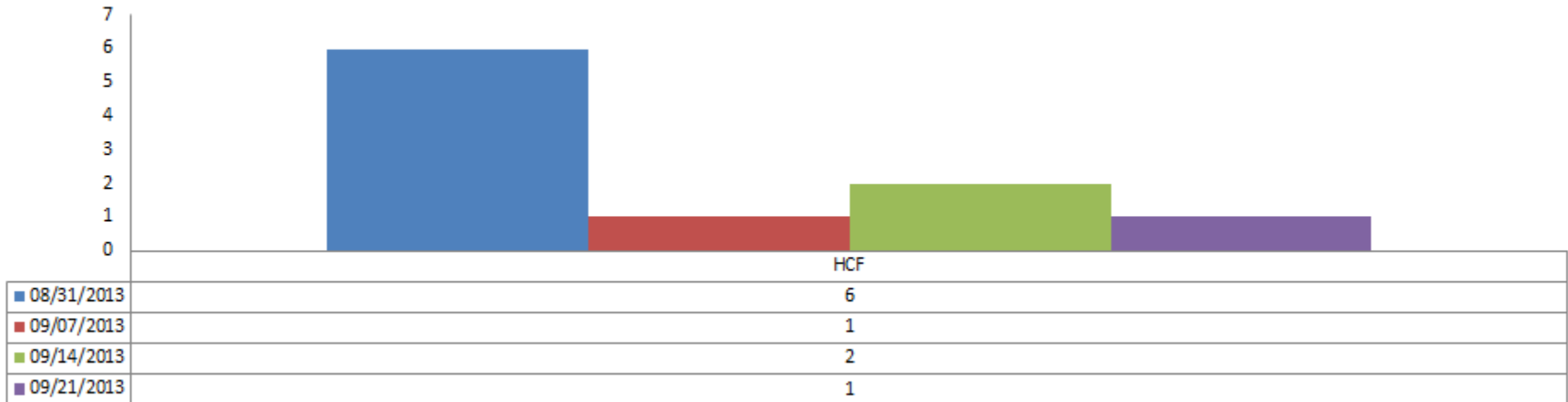
The ESC did not receive any requests weeks ending 08/31/2013, 09/14/2013 or 09/21/13

Inquiry Classifications



HCF Tickets and Classification

Number of Tickets by Agency

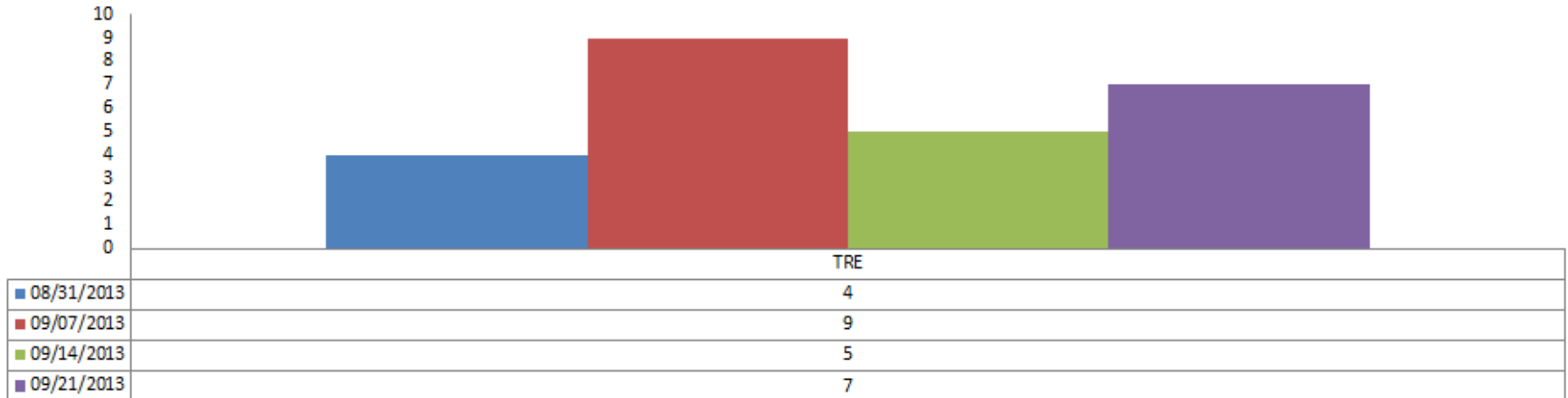


Inquiry Classifications

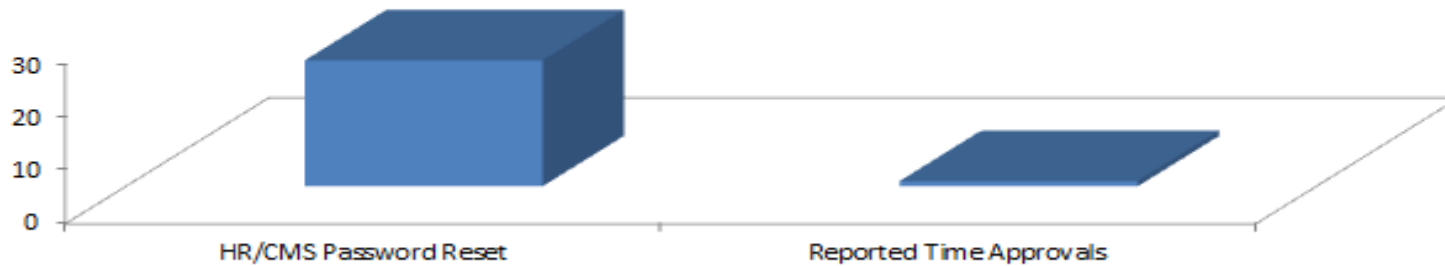


TRE Tickets and Classification

Number of Tickets by Agency

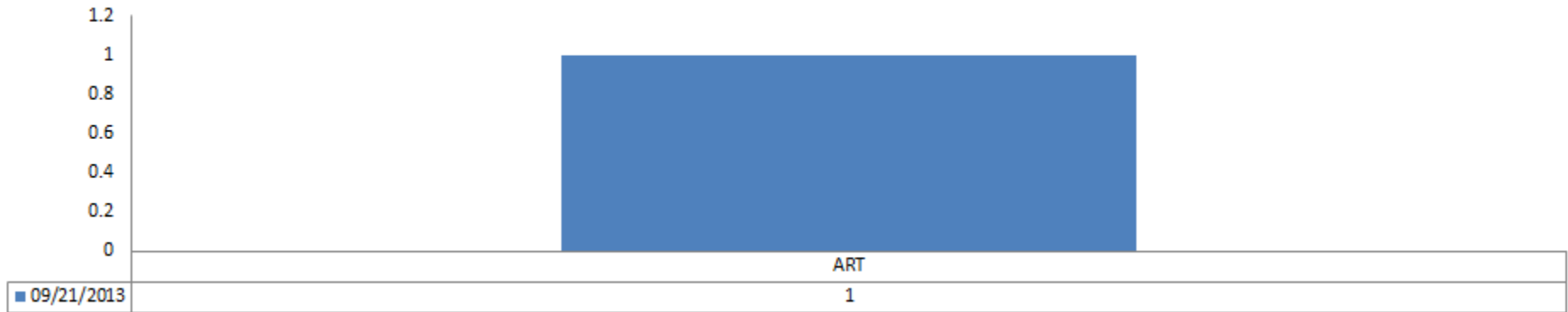


Inquiry Classifications



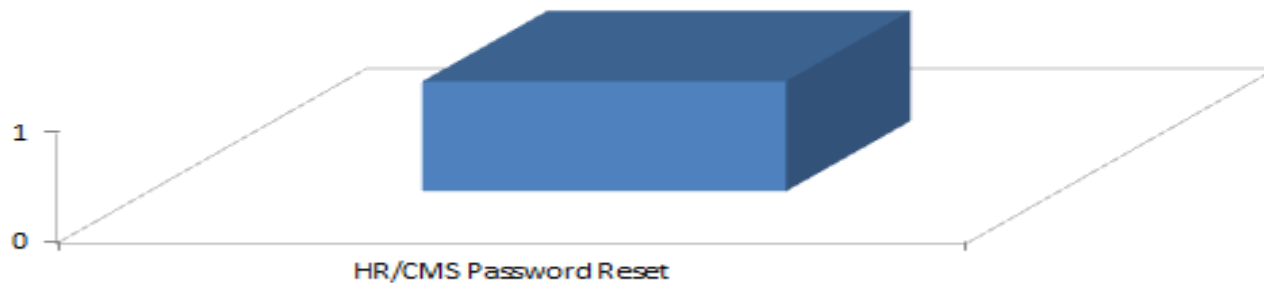
ART Tickets and Classification

Number of Tickets by Agency



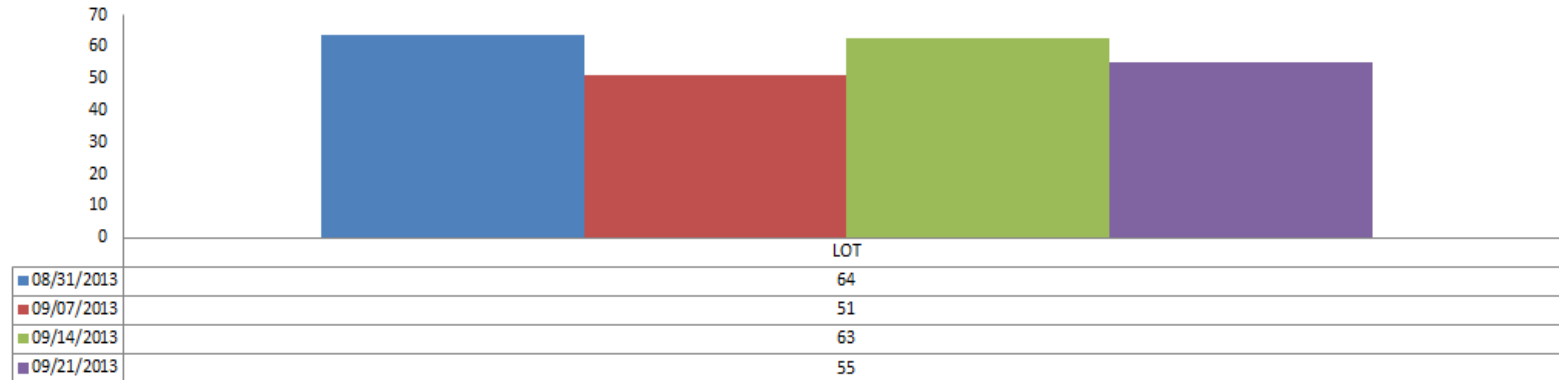
The ESC did not receive any requests the weeks ending 08/31/2013, 09/07/2013 or 09/14/2013

Inquiry Classifications

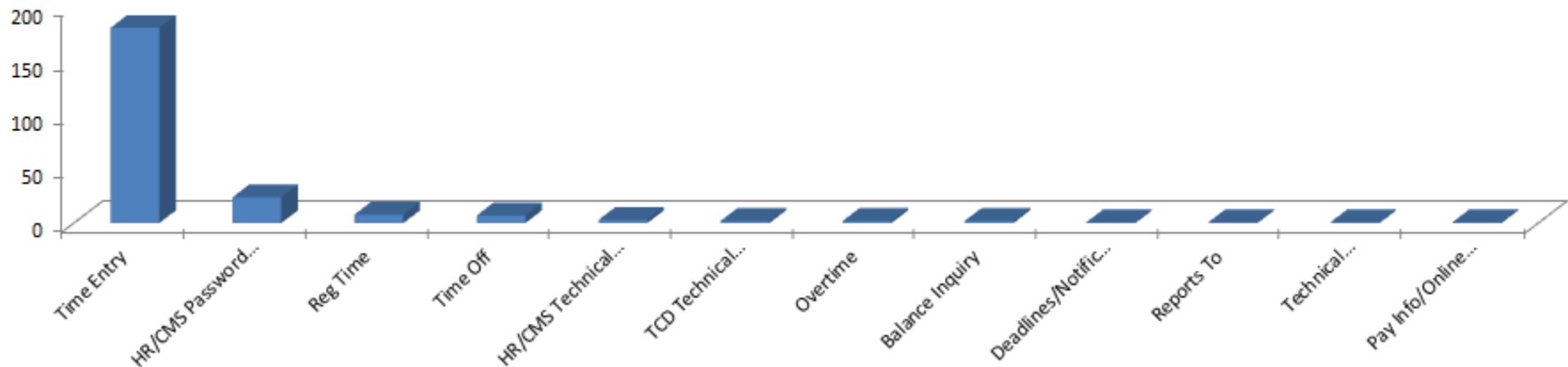


LOT Tickets and Classification

Number of Tickets by Agency

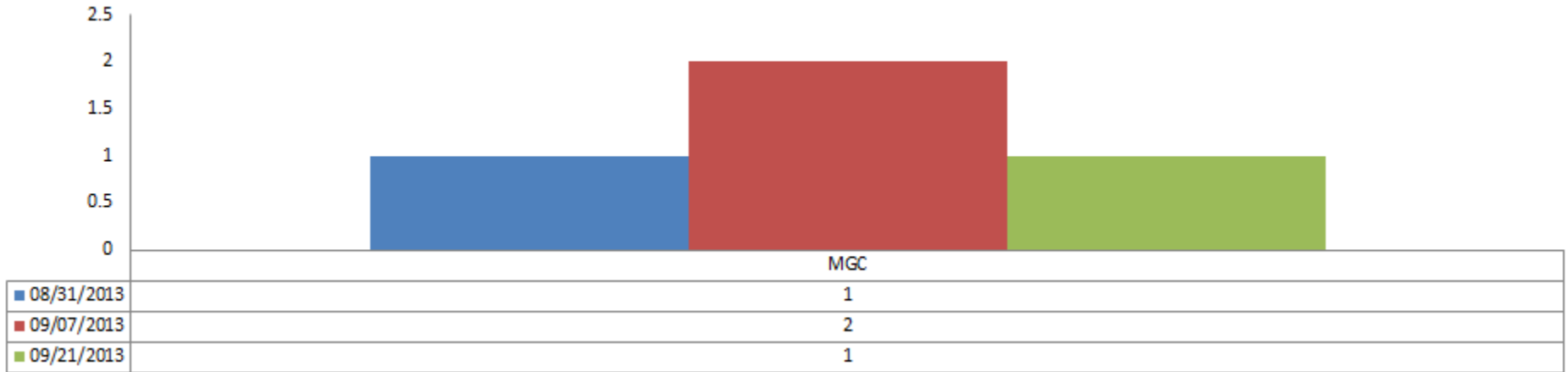


Inquiry Classifications



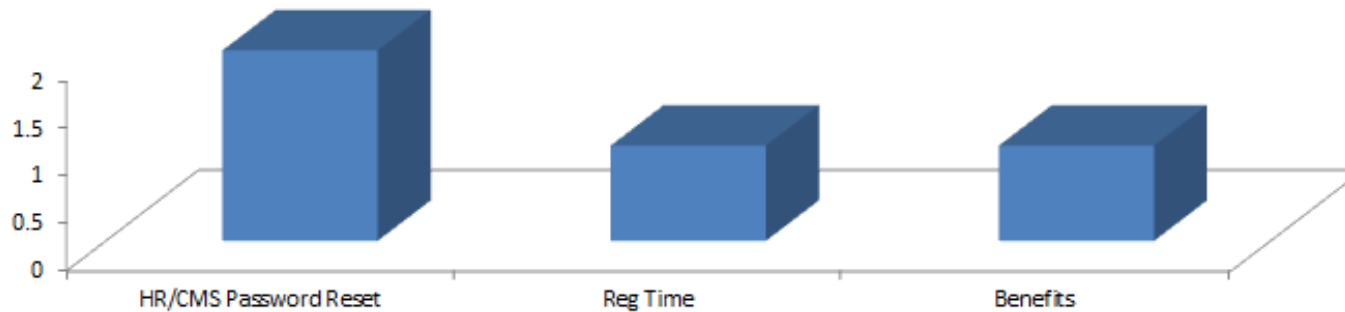
MGC Tickets and Classification

Number of Tickets by Agency



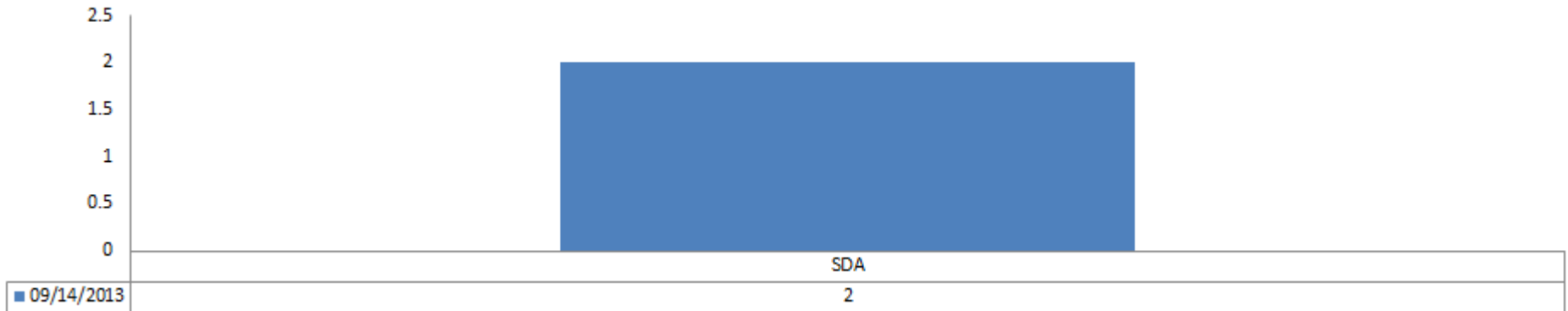
The ESC did not receive any requests
week ending 09/14/2013

Inquiry Classifications



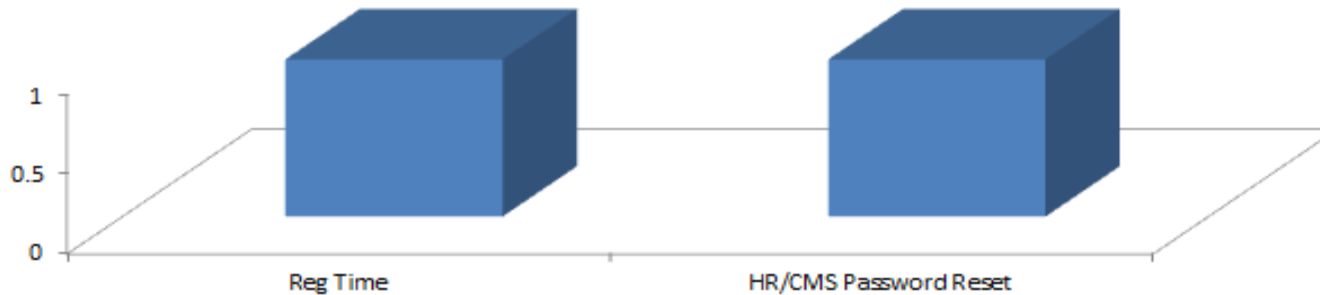
SDA Tickets and Classification

Number of Tickets by Agency



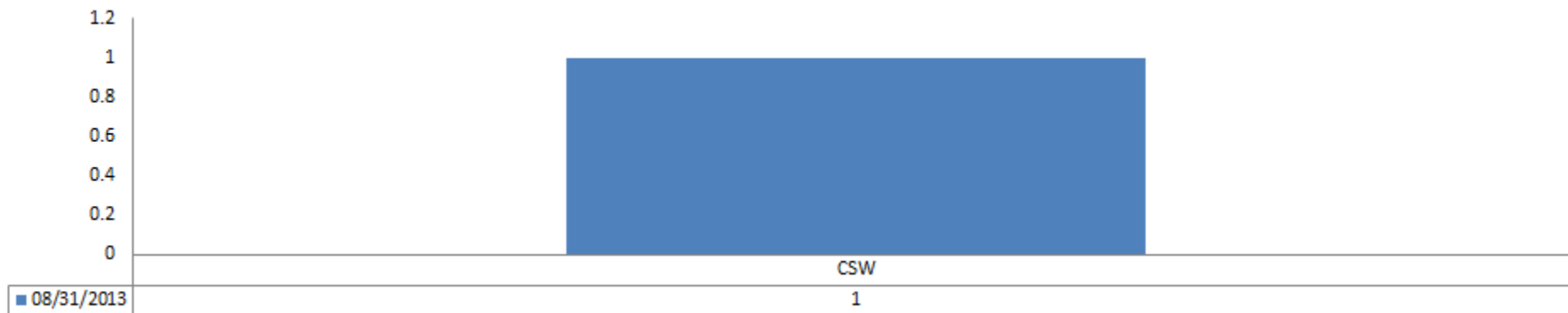
The ESC did not receive any requests weeks ending 08/31/2013, 09/07/2013, or 09/21/2013

Inquiry Classifications



CSW Tickets and Classification

Number of Tickets by Agency



The ESC did not receive any requests weeks ending 09/07/2013, 09/14/2013 or 09/21/2013

Inquiry Classifications

